



# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

Board of Supervisors  
GLORIA MOLINA  
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MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

March 13, 2009

To: Supervisor Don Knabe, Chairman  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name and title.

## DEPARTMENT OF CHILDREN AND FAMILY SERVICES MANAGEMENT APPOINTMENT

Consistent with the August 4, 1998, Board-approved policy on managerial salaries, we have reviewed and recommend Board approval of the Department of Children and Family Services' attached request for the appointment of Ms. Norma Doctor Sparks to the position of Deputy Director, DCFS (UC). Ms. Sparks' primary responsibility will be the overall administration of Service Bureau 4 at an annual salary of \$152,375.16 which is above the control point of MAPP Tier I, Range R-14.

Specifically, Ms. Sparks will have immediate responsibility for the bureau's budget, implementation of policy and procedures, evaluation of staff and programs, and accomplishment of bureau objectives. In addition, she will assist in the development and implementation of the Department's objectives, goals, policies, procedures, including those concerning affirmative action and community relations. She will also direct the preparation of position papers and reports for the Department, including reports to local, State and federal agencies, committees, and commissions.

For the past seven years, Ms. Sparks has served as the Director of Children and Family Services for Santa Clara County. Prior to her most recent position, Ms. Sparks also worked for the State of Hawaii for 18 years as a social worker, social work supervisor, and Family Court Administrator. In addition, Ms. Sparks was Administrator for two state-wide services in Hawaii, the Child Support Enforcement Agency, and Child Welfare Services.

*"To Enrich Lives Through Effective And Caring Service"*

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Each Supervisor  
Page 2  
March 13, 2009

This critical management position has been vacant since December 18, 2008. Ms. Sparks was selected from a highly qualified pool of candidates and was offered the position prior to the February 10, 2009, hard hiring freeze. We believe it is appropriate to honor the Department's offer.

Based on this information, we recommend that the Department's request be approved. In accordance with the policy on managerial salaries, please advise this office if you would like this request placed on the upcoming agenda for Board action. Unless otherwise instructed by March 27, 2009, we will authorize the Department of Children and Family Services to proceed with this appointment effective April 1, 2009.

Please let me know if you have any questions, or your staff may contact Brian Mahan of this office at (213) 974-1318.

DEJ:SRH  
MS:BAM:bm

Attachment

c: Executive Officer, Board of Supervisors  
Director, Children and Family Services  
County Counsel

DCFS mgt appt-Ms Sparks.doc



PATRICIA S. PLOEHN, LCSW  
Director

**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

425 Shatto Place, Los Angeles, California 90020  
(213) 351-5602

February 10, 2009

TO: Brian Mahan, Budget Analyst  
Lynn Cao, Budget Analyst  
Chief Executive Office

FROM: <sup>SN</sup>Sheryl Negash, Departmental HR Manager III  
Human Resources Division

Board of Supervisors

GLORIA MOLINA  
First District

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Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

**REQUEST TO PROMOTE MS. NORMA DOCTOR SPARKS TO DEPUTY DIRECTOR  
(R14), SERVICE BUREAU 4**

At the request of Director, Patricia S. Ploehn, we are seeking approval to appoint Ms. Norma Doctor Sparks as Deputy Director of Service Bureau 4.

Ms. Doctor Sparks has a Juris Doctorate, Master of Social Work, and a Bachelors of Arts which together with her employment background has prepared her for the position of Deputy Director of Service Bureau 4. For the past 7 years, Ms. Doctor Sparks has served as Director of the Department of Children and Family Services for Santa Clara County. Prior to her most recent position, she was a principal at American Management Services, an international business and technology consulting firm. She also worked for the State of Hawaii for over 18 years as a social worker, social work supervisor, Family Court Administrator, Deputy Attorney General and Administrator for two state-wide services in Hawaii, the Child Support Enforcement Agency and Child Welfare Services.

Based on Ms. Doctor Sparks' education, employment experience and scope of responsibilities, we are requesting that she receive a monthly salary of \$12,697.93. The requested salary is a 1.6% percent increase from her current salary of \$150,000.00.

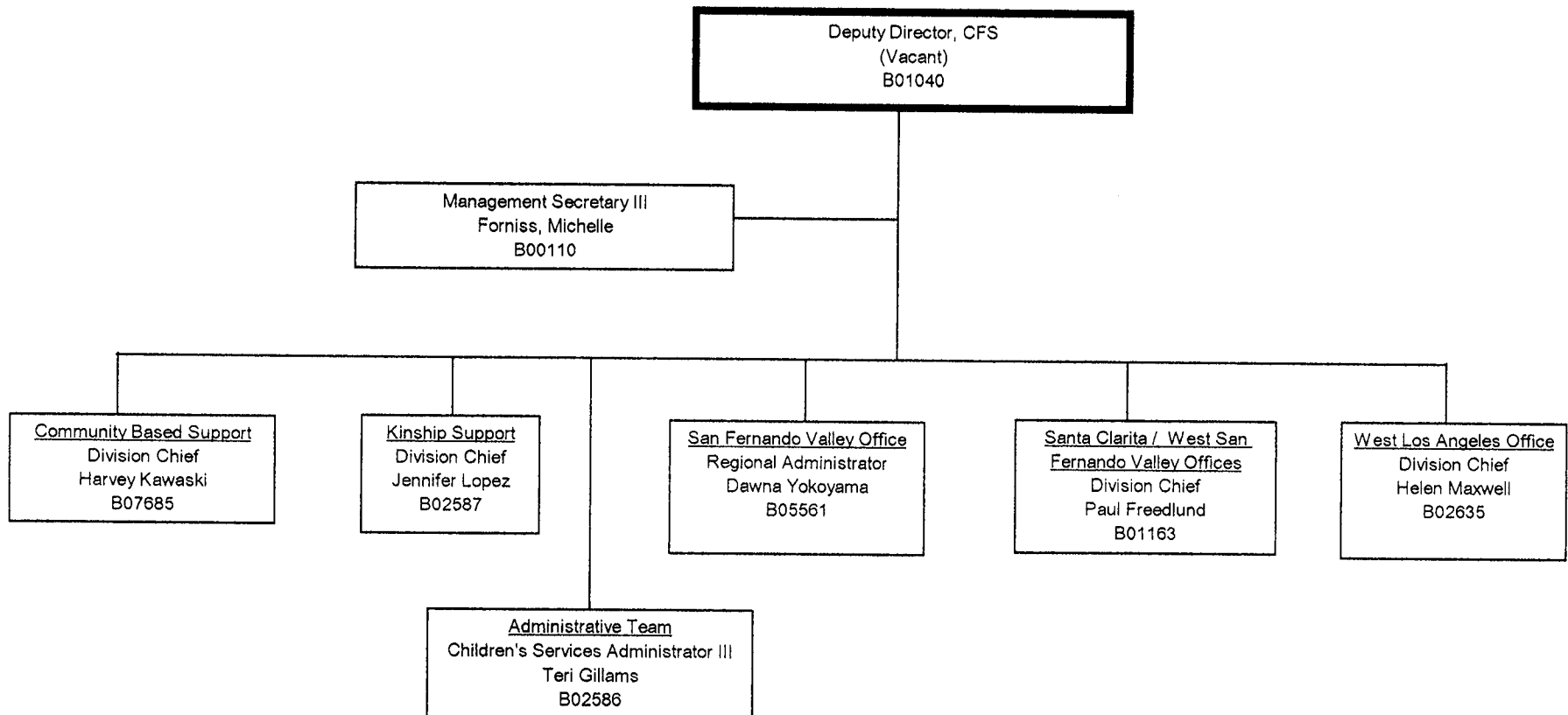
Consistent with the approved policy on management appointments, we ask that the requested salary and authorization be reviewed with the Board of Supervisors so we may finalize the recommended appointment of Ms. Doctor Sparks to Ms. Ploehn's management team.

If you have any questions or require further information, please call me at (213) 351-5535.

SN:WH:HS:hs

Attachments

## SERVICES BUREAU 4



## MAPP Rate Increase Chart

### Norma Doctor Sparks

NEW MAPP Participant	New Item	Current Monthly Salary	OOC Bonus	TOTAL	Highest Paid Subordinate, Item/Emp.#	Proposed New Monthly Salary	Proposed New Annual Salary	Raise %
Norma Doctor Sparks	9114	\$150,000	N/A	\$150,000	Paul Freedlund, Employ# 407725 Division Chief \$12,004.87	\$12,697.93	\$152,375.16	1.6%

## **Norma Doctor Sparks, M.S.W., J.D.**

1148 Kayellen Court, San Jose, CA 95125

Phone contact: (808) 351-0306 cell

(408) 971-1183 fax

Email: [NDSparks@yahoo.com](mailto:NDSparks@yahoo.com)

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Throughout her extensive career in the arena of human services, Ms. Doctor Sparks has developed broad and balanced experience in the administration and direction of state and county programs and budgets management, policy setting, legal services, community organization, computer systems development and integration, and organizational change management.

### **Detailed Work Experience**

<b>Department of Family and Children's Services</b>
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<b>Social Services Agency</b>
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<b>Santa Clara County</b>
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<b>San Jose, CA</b>
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Department Director
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2002 – Present
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Current Salary: \$180,000
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### ***Major Duties/Responsibilities***

Ms. Doctor Sparks is Director of the Department of Family and Children's Services of Santa Clara County. She has full program responsibility for child welfare services for Santa Clara County and fiscal responsibility for a budget of about \$220 million. The Department provides or facilitates preventative, emergency response, emergency shelter, parents' orientation to the child welfare court system, parents' education, family and counseling, foster care, adoption, and aftercare services. Ms. Doctor Sparks established 4 differential response paths: Path 1 (evaluated out hotline referrals); Path 2 (voluntary family services, including Voluntary Family Maintenance and Informal Supervision); Path 3 (court-related services), and Path 4 (aftercare services). The major bureaus of the Department are the Child Abuse and Neglect Call Center; the Children's Shelter; Emergency Response; Dependent Intake; 4 Continuing Services Bureaus; Placement Support Bureau; Administrative Support Bureau which includes Independent Living, Connected by 25, Quality Assurance, On-line Policy and Procedures, Internship Program; and 4 Family Resource Centers. She supervises about 800 staff that includes the Department's Deputy Director, the Children's Shelter Director, social services managers, supervisors, social workers, social worker coordinators, shelter counselors, shelter managers, nurses, and clerical staff.

By the end of her first year, Ms. Doctor Sparks reduced and maintained the County's Children Shelter's average daily population to about 30 children (a historical low compared to 107 children in 2001) by placing children in strong stable family placements. Presently, the Children's Shelter population is between 6 and 10 children. Within two years, she initiated and completed the first reorganization of the Department in over 25 years, in close partnership with and support of community-based organizations and four employee union chapters. She has

significantly reduced caseloads for social workers, increased services, and implemented weekend and evening shifts - while managing a reduced budget. Within the last three years, she worked with the police departments in the County to establish two significant protocols to enhance a joint social worker-police response to child abuse and neglect reports throughout the County and to allow parents who are arrested for crimes other than child abuse to determine where their child would be placed. She also implemented Team Decision Making Meetings (a Family to Family strategy) and Family Team Meetings that includes family members and the community in placement decisions, and established five community action teams comprised of community organizations and individuals to enhance the Department's resources throughout the County. Since 2002, she initiated and has maintained a monthly Continuum of Care workgroup comprised of about 60 community-based organizations and individuals that provide emergency foster care, long term foster and group home placements, and adoption services, County education, mental health, and substance abuse agencies, and State agencies. She initiated and received a grant from the Walter S. Johnson Foundation to establish Connected by 25, a new education, employment, and housing services for former foster youth. About 100 community and government agencies are involved in Connected by 25 and helped to establish community colleges-based training programs, housing subsidies, and educational pilot programs in 2 school districts through the workgroups. She initiated and held a two-day community forum to discuss the Wrap around program with stakeholders and also worked with the Wrap Around providers to establish improved processes for families. She has provided training for the Juvenile Dependency Court system, the Santa Clara Civil Grand Jury, philanthropic organizations, and nonprofit organizations on child welfare services. She has also provided consultation with the State of California Attorney General's Office on a statewide domestic violence protocol and San Diego and Orange counties on joint social worker/law enforcement response and shelter reduction strategies. She served on a national taskforce on participatory decisionmaking organized by the American Humane Association.

<b>American Management Systems, Inc. (AMS/CGI)</b> <b>Sacramento, California</b> Principal	1999-2001
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### *Major Duties/Responsibilities*

American Managements Systems, Inc. (AMS/CGI) is an international business and technology consulting firm with revenues of about \$2 billion in 1999. Ms. Doctor Sparks served as Principal. Ms. Doctor Sparks provided business analysis services for California's Department of Social Services, Children and Families Division. AMS provided business transitional services for California's Department of Social Services (DSS). As the largest social services agency in the nation, California's Department of Social Services had an \$18 billion budget, a staff of more than 4,600 employees, and served 33 million residents.

As Project Manager, Ms. Doctor Sparks worked directly under the Director of California's Department of Social Services. She reviewed state and federal laws and outcomes, program requirements, and business process issues in California's child welfare system. She also led the development and preparation of an Implementation Management Plan for the transition of child

support services from the Department of Social Services to the newly established Department of Child Support Services. She served as a Subject Matter Expert on child support enforcement, child welfare services, state tax revenue, federal, state and county relationships, human service program eligibility and delivery, federal and state funding, program management, systems development, integration, management, and change management in a number of states.

**State of Hawaii, Department of Human Services, Child Welfare Services**

**Honolulu, Hawaii**

**Administrator**

1995 – 1999

*Major Duties/Responsibilities*

Ms. Doctor Sparks was the Administrator of Hawaii's statewide child welfare services of the Department of Human Services. The Department provides or facilitates preventative, emergency response, emergency shelter, parents' orientation to the child welfare court system, parents' education, family and counseling, foster care, and adoption services. She had full program responsibility for child welfare services that included child protective, emergency shelter, family counseling, foster care, adoption, and aftercare services and fiscal responsibility for an operating budget of approximately \$45 million. She supervised a staff of over 400 social work managers, social worker supervisors, social workers, investigators, trainers, program specialists, and clerical staff.

Due to Ms. Doctor Sparks' implementation of streamlined, legally compliant processes, Hawaii's child welfare services was recognized as first in the nation in the increase in the percentage rate of adoptions per population by the Child Welfare League of America in 1998 and by President Clinton in 1999. She modified foster home licensing processes and reduced a three-year backlog in six months. She also implemented Family Conferencing and Family-strengths-based practices. Ms. Doctor Sparks personally identified and obtained over \$9 million in additional federal funds over two years, with over \$3 million in retroactive claims.

**State of Hawaii**

**Department of the Attorney General**

**Child Support Enforcement Agency**

**Honolulu, Hawaii**

**Administrator**

1991 - 1995

*Major Duties/Responsibilities*

Ms. Doctor Sparks had program and fiscal responsibility for an annual operating budget of \$12 million and project funds of over \$26 million. As Administrator of the statewide child support enforcement program, Ms. Doctor Sparks reported to the Attorney General of the State of Hawaii. She supervised about 200 child support enforcement officers, administrative hearings officers, accountants, and clerical staff located on each major island in Hawaii.



In her first six months as Administrator, Ms. Doctor Sparks initiated the vision for a new automated system with the help of federal officials in San Francisco and Washington, D.C. She personally directed the funding, planning, design, implementation, and testing phases of the project at a cost of \$26 million, 90% federally funded. She initiated changes in state law to allow the Child Support Agency to use over \$10 million federal incentives for computer and other system improvements. In her first year, she met all federal program requirements and avoided federal sanctions of over \$12 million a year that were imposed prior to her tenure due to numerous previously failed audits. In 1993, she initiated and directed interim modifications that increased collections from employers' direct payments by 300% over 1991. Total collections increased 55% from \$48,469,459 in 1991 to \$75,313,459 in 1995.

Ms. Doctor Sparks also resolved issues that surfaced under previous administrators but were not resolved. No union grievance was filed during her tenure, although numerous employee grievances were filed under previous administrations. With the support of the union, Ms. Doctor Sparks completed a reorganization of the Agency to streamline case processing.

<b>State of Hawaii Department of the Attorney General</b> <b>State of Hawaii Intermediate Court of Appeals</b> <b>Honolulu, Hawaii</b> Deputy Attorney General, Clerk to Chief Judge	
	1987 - 1991

#### *Major Duties/Responsibilities*

Ms. Doctor Sparks is licensed to practice law in the State of Hawaii, U.S. District Court of Hawaii, and the 9<sup>th</sup> Circuit Court of Appeals. The State of Hawaii Department of the Attorney General has an operating budget of over \$77 million and about 400 attorneys, paralegals, investigators, accountants, and clerical staff. As a Deputy Attorney General, Ms. Doctor Sparks represented the Department of Consumer Affairs and drafted and interpreted statutes, administrative rules, and case law in constitutional, business, and administrative law. She also provided administrative law training for commission and board members. At the Hawaii Intermediate Court of Appeals, Ms. Doctor Sparks served as Senior Law Clerk to Chief Judge James S. Burns for a year and participated in landmark decisions in family and administrative law.

<b>State of Hawaii Family Court</b> <b>The Salvation Army Substance Abuse Services</b> <b>Honolulu, Hawaii</b> Administrator/Court Officer/Social Worker	
	1977-1984

#### *Major Duties/Responsibilities*

The Family Court of the First Circuit provides counseling and monitoring services for juveniles and adults and administers secured and non-secured facilities for status offenders and adjudicated youth. Ms. Doctor Sparks served as a Court Officer and later, Administrator of the Family Crisis Services Branch. In addition to providing family, individual and group counseling, she also provided cross-cultural training for judges, probation officers, and social workers. She also

served as an adjunct professor for the Graduate Schools of Social Work, Nursing, and Psychology of the University of Hawaii.

The Salvation Army Substance Abuse Services provided substance abuse assessment, counseling, and support for youth and adults in medical detoxification, inpatient, and outpatient services. Ms. Doctor Sparks established the first on-campus substance abuse services for youth in Hawaii through a partnership between the Department of Education and The Salvation Army. She supervised three school social workers.

### **Educational Background**

**Juris Doctorate 1987**

**William S. Richardson School of Law  
University of Hawaii, Honolulu, Hawaii  
Attended 1984 to 1987**

**Masters of Social Work 1974**

**Graduate School of Social Work  
University of Hawaii, Honolulu, Hawaii  
Attended 1973 to 1974**

**Bachelors of Arts 1973**

**University of Hawaii, Honolulu, Hawaii  
Attended 1968 to 1973**

### **References**

**References available upon request.**